



Town of Concord
Finance Committee
22 Monument Square
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To: Fabian Fondreist, Chair, Concord-Carlisle Regional School Committee

From: John C. Hutchins, Chair, Guidelines Subcommittee, Concord Finance Committee JK

Copy to: Diana Rigby, Superintendent, Concord Carlisle Regional School District
John Flaherty, Deputy Superintendent for Finance and Operations,
Concord Carlisle Regional School District

Date: August 3, 2012

Re: Annual Budget Data Request

The Guidelines Subcommittee requests information to assist us as we work toward preparing CCRSD budget guidelines for FY14. We are most interested in hearing what you think we need to know as we work toward setting the guidelines.

As you know, this year's budget guidelines setting process will unfold at the same time as construction is expected to commence on the new high school building project, as the Town and the Regional School District continue to analyze how best to meet their obligations regarding their pension and other post-employment benefits liabilities, and amidst national elections and fiscal and macroeconomic uncertainties. We expect the Guidelines Subcommittee will consider both short- and longer term implications of these matters carefully.

We prefer to start with a general conversation with the Superintendent and the Deputy Superintendent that focuses on the larger picture. Any comments you may choose to make as Chair of the Concord -Carlisle Regional School Committee will be welcome. We do not expect presentation of a detailed preliminary budget in October. As in the past, the Guidelines Subcommittee is asking you to reflect on the past ten years, provide your vision for the Concord-Carlisle Regional High School over the next five to ten years, and then focus on the issues and priorities for FY14.

You have provided much helpful information in the Performance Report Spring 2012 distributed in advance of the 2012 Town Meeting and the Concord Public Schools & Concord-Carlisle Regional High School FY13 Budget Requests report. Finance Committee members will be asked to bring those reports with them to Guidelines meetings so that you do not need to repeat, but can simply refer to, pages in those documents.

More specifically, we hope you will address the following:

(1) What specific factors contributed to substantially higher per-pupil expenditures for CCRSD in FY2011 than for Lincoln-Sudbury, Acton-Boxborough, and Dover-Sherborn high schools? Than for the Bedford, Lexington, Wayland, and Wellesley K - 12 school systems? Please discuss in terms of costs of

- Total instruction
- Materials and technology
- Administration
- Pupil services
- Special education
- Guidance and counseling

(2) Why did per-pupil expenditures increase so rapidly during FY2010 - FY2012?

(3) What are your top 3-4 priorities in terms of improved learning/development effectiveness over the next 5-7 years? What are the desired outcomes? What resources will be needed? What performance milestones should we expect?

(4) What is the outlook for the growth rate in total operating expenditures for CCRSD over the next five years?

- What is the outlook for total enrollments at CCHS? For the Concord/Carlisle Ratio? For METCO and other non-resident students?
- What is the outlook for Special Education expenditures, out-of-district placements and reimbursements?
- What is the outlook for faculty compensation including steps, scales, and lane changes? Please provide a summary of the major collective bargaining agreements (those covering more than ten employees) showing the duration of each such contract, its expiration date, the number of employees covered by the agreement and the annual escalators in the contract for FY 12, 13 14 and 15 (if applicable) for salary steps, lanes and scales. Please comment on recent trends in the costs of employee benefit programs, how those costs have been changing as a percentage of overall employee compensation, and what changes you foresee over the next five years. Please discuss your plans for meeting the Region's obligations for FY14 and projected through FY18 for funding retirees' other post-employment benefits (OPEB) and anticipated changes in the amounts to be paid during those years toward unfunded pension liabilities.
- What is the outlook for numbers of faculty FTEs, administrative FTEs, and total FTEs? Please indicate what percentage of your faculty has now achieved the highest step in the pay grade.
- What are the main uncertainties that you face in projecting forward?

- How would programs, staffing, faculty levels or information technology plans be affected if the FY 14 budget were to be approved (a) with only a 2% increase above the FY 13 budget? or (b) with no increase at all over the FY 13 budget?

(5) What level of capital expenditures is planned over the next five years? Please identify what expenditures will be proposed to be financed through the issuance of long-term debt and what expenditures will be proposed to be financed as capital outlays within the current budget of each year (without debt issuance)?

(6) Please discuss any anticipated changes in the FY 13 budgeted amount for transportation services and the amounts you contemplate for the FY 14 budget and over the next five years.

(7) Please report on the amounts in all stabilization and reserve funds and any planned uses of or additions to those funds in FY 14.

(8) Please provide information as to the actual or anticipated amount in the E&D account at the end of each of FY 12, 13 and 14 and how those amounts were or may be used in the following year.

(9) Please report on all off-budget sources of funding, including all receipts, fees, federal, state and other grants for FY12, FY13 (as known to date) and anticipated or planned for FY14, including the finances of our Metco program (inclusive of transportation).

(10) Please provide an overview of any contemplated changes in the criteria CCRSD uses to measure its performance and cost-effectiveness.

We have scheduled Thursday, October 11, for our initial meeting and Thursday, November 1, for a more detailed follow-up meeting.

We would appreciate receiving as much information as possible from you electronically by October 5, 2012 to allow for distribution to and review by Committee members in advance of our meeting.

We greatly appreciate your past collaboration with us and thank you in advance for your efforts this year. We look forward to interesting and constructive conversations this fall.